

Life Cycle Logistics Learning Asset Transformation Roadmap

Learn.

Perform.

Succeed.

***“Never lose sight of who the
ultimate customer is”*** –

GEN (Ret) David Petraeus



'02 '06



'05 '06 '07



'04 '06 '07 '09



'03 '04





Life Cycle Logistics Workforce (FY04-11)

	Air Force	Army	Navy	4 th Estate	Total	
FY04	1,943	4,936	4,156	76	11,121	
FY05	2,079	6,128	4,206	80	12,493	↑
FY06	1,781	6,319	4,154	76	12,330	↓
FY07	1,700	6,545	4,219	140	12,604	↑
FY08	1,727	7,134	4,355	145	13,361	↑
FY09	1,989	7,952	4,784	127	14,852	↑
FY10	2,427	9,045	5,219	170	16,861	↑
FY11*	2,704	9,285	5,332	251	17,572	↑

* Through end 3 Qtr FY11



Four Logistics Workforce Categories & Fifteen Technical Competencies

SUPPLY MANAGEMENT



Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.

Forecasting and Demand Planning

Supply Planning

Sourcing

Inventory Management

MAINTENANCE SUPPORT



Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

Maintenance Operations
(includes depot maintenance)

Production & Support

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION



Includes transportation, packaging, cargo scheduling and dispatching of materials support services, and personnel in response to customer requirements to move and sustain the force.

Physical Distribution/
Transportation Operations

Deployment Planning

LIFE CYCLE LOGISTICS



Includes planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.

Logistics Design Influence

Integrated Logistics Support Planning

Product Support & Sustainment

Configuration Management

Reliability & Maintainability Analysis

Technical/Product Data Management

Supportability Analysis

Bottom line: Support the Warfighter!



DAU Curriculum Requirements And Design Process

Establishes
competencies
& training
requirements

Functional
Leaders

FIPT*



*DAU representation
on Functional Integrated
Process Teams (FIPTs)

Change in
requirements

Review/Validation

DAU
Center Director

PLD**

PLD**

PLD**

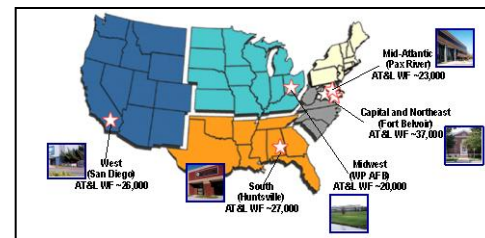
Centralized
Design/Revision

Development
support

** Performance
Learning
Director (PLD)

DAU's curriculum
is owned by our
stakeholders

Regions





Functional Leader Annual Certification & PCD

<https://acc.dau.mil/CommunityBrowser.aspx?id=188793>

- Acquisition related competencies maintained by DAU are current & reflect knowledge/skills required to be successful as an AT&L workforce member
- DAU course content & objectives implemented in subject FY are current, technically accurate, & consistent with DoD policy
- Certification standards for the subject FY are reasonable, appropriate and applicable to all DoD AT&L workforce personnel
- The Position Category Description(s), posted on the DAU website are current
<http://www.dau.mil/workforce/pages/pcds.aspx>

AT&L Workforce Position Category Description (PCD)

Career Field: Life Cycle Logistics
Career Path: Not Uniquely Specified
Short Title: LC
Category Code: L Ref: (a) DoD 5000.62 dtd 12 Jan 2005
Date Approved: 24 Mar 2009 Ref: (b) DoD 5000.62 dtd 2 Dec 2005
Last Reviewed: 29 Mar 2009 Ref: (c) DoD Desk Guide for AT&L Workforce Career Management dtd 10 Jan 2006

Notes:

- The PCD is intended to assist in determining which AT&L career field(s) to assign to an AT&L position per Title 10 sec. 1771. If 50% or more of the duties and responsibilities of the position match the "General Acquisition Related Duties" described below AND the preponderance of those duties match the "AT&L Career Field/Path Specific Duties" described below, assign the position to the position category.
- Acquisition positions** require management attention with respect to certification requirements and individual development. See reference (c).
- Acquisition Related Duties (ARLDs)** are a subset of acquisition positions and **Key Leadership Position (KLPs)** are a subset of ARLDs. Both KLPs and ARLDs represent positions with responsibility and authority that are critical to the success of a program or effort. These positions require management attention with respect to Acquisition Corps membership, leave and other specific statutory requirements. See reference (c).

General Acquisition Related Duties: The conceptualization, initiation, design, development, test, contracting, production, deployment, logistical support, modification, and disposal of weapons and other systems, supplies, or services (including contractors) to satisfy DoD needs, intended for use in, or in support of, military missions.

AT&L Career Field/Path Specific Duties:

- Understand and successfully demonstrate the Logistics competency areas identified in the DoD Logistics Support Planning, Protocol Review & Analysis, Configuration Management, and Test.
- Plan, develop, implement and manage effective material or capability systems, or services.
- Perform a principal part and/or Component log.
- Develop and implement a performance-based system life cycle.
- Oversee logistics products and services to meet

Typical Line and Staff Position Titles: US Marine Logistics Engineer, Deputy or Assistant PM for Logistics Chain Manager, Equipment Specialist, Main

Typical Position Locations: Acquisition organization, Component, OPRs, PRCs, as well as organization, Component, Agency and OSD/Service/AF staff logistics centers, life cycle management centers, as appropriate given the general and specific duties of the position.

Typical Career Grades	Army AGC	ALC
GS-05	GS-05	GS-05
GS-06	GS-06	GS-06
GS-07	GS-07	GS-07
GS-08	GS-08	GS-08
GS-09	GS-09	GS-09
GS-10	GS-10	GS-10
GS-11	GS-11	GS-11
GS-12	GS-12	GS-12

Recommended Changes/Updates: Forward to 10 Programs, Defense Acquisition University, 8220

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

MAY 01 2009

ACQUISITION TECHNOLOGY AND LOGISTICS

MEMORANDUM FOR: PRESIDENT, DEFENSE ACQUISITION UNIVERSITY

SUBJECT: Fiscal Year (FY) 2009 Annual Certification – Life Cycle Logistics Career Field

REF: DoDI 5000.66, Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program

As the Under Secretary of Defense, Acquisition, Technology and Logistics (USD (AT&L)) functional advisor for the subject career field(s), and as required by the reference, I certify that for the subject FY:

- The acquisition related competencies maintained by the Defense Acquisition University (DAU) are current and reflect the knowledge and skills required to be successful as an AT&L workforce member.
- DAU course content and objectives to be implemented in the subject FY are current, technically accurate, and consistent with Department policy.
- The certification standards for the subject FY are reasonable, appropriate and applicable to all DoD AT&L workforce personnel desiring certification through September 30th of 2009.
- The Position Category Description(s), as posted on the DAU website, are current.

Should Department policy change or the required capabilities of AT&L workforce members change during the upcoming year, I or my representative will advise DAU so that appropriate actions may be initiated to ensure the continued development of a professional, agile, and motivated workforce that consistently makes smart business decision, acts in an ethical manner, and delivers timely and affordable capabilities to the warfighter.

Functional Leaders “establish, oversee and maintain the education, training, and experience requirements including competencies and certification standards; position category description(s); and content of the DAU courses as current, technically accurate, and consistent with DoD acquisition policies.” -- DoDI 5000.66, para 5.5.3.



Life Cycle Logistics Workforce Transformation

Expanding Product Support Capabilities (2008-2014)

- **Strategic Imperative**

- *“Product support considerations, germane to both acquisition and logistics, are necessary throughout the DoD life cycle framework, beginning with early requirements determination and continuing through system design, development, operational use, retirement, and disposal.”*

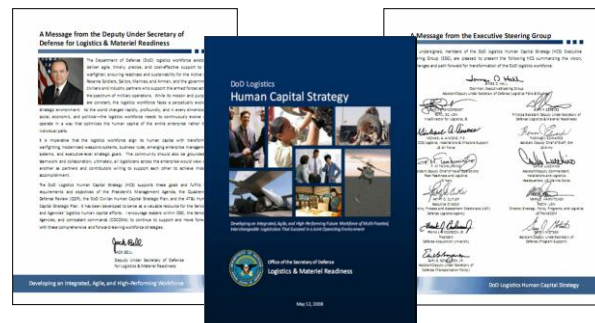
– *DoD Product Support Assessment (Nov 2009)*

- **Drivers**

- Life Cycle Sustainment Outcome Metrics (Availability KPP, Reliability/Cost KSAs, Mean Down Time) (Mar 2007)
- DoD Logistics Human Capital Strategy (June 2008) & Subsequent Competency Reviews and Refinement
- FY2010 NDAA (Public Law 111-84), Section 805 Establishing Product Support Manager, (Oct 2009)
- DoD Weapon System Acquisition Reform: Product Support Assessment (Nov 2009)
- USD AT&L Better Buying Power Memos (June, Sept & Nov 2010)
- USD AT&L DTM 11-003 – Reliability Analysis, Planning, Tracking, & Reporting (March 2011)
- USD AT&L DTM 10-015 - Requirements for Life Cycle Management & Product Support (Change 1, April 2011)
- Product Support Manager (PSM) Guidebook and New 12 Integrated Product Support (IPS) Elements (April 2011)

- **Integrated Life Cycle Logistics/Product Support Competencies**

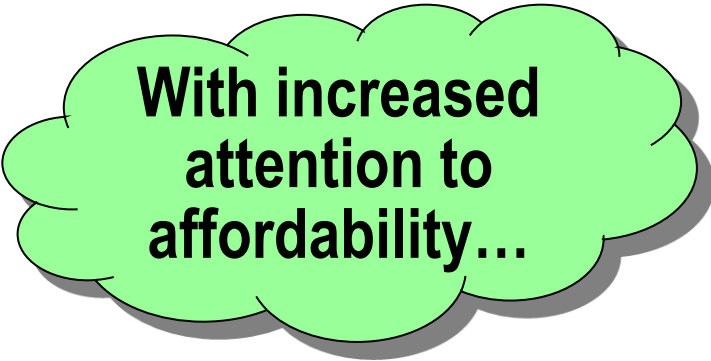
- Logistics Design Influence
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability, Availability & Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis



“As DoD moves forward with weapon system acquisition reform, attention to product support must be increased, and life cycle management must be better focused to achieve affordable operational Warfighter outcomes”-- Dr Ashton Carter, USD(AT&L) November 2009

“Back-to-Basics” Emphasis on Foundational Shared Technical Competencies

- **Supportability Analysis**
- **Failure Modes, Effects & Criticality Analysis (FMECA)**
- **Level of Repair Analysis (LORA)**
- **Maintenance Task Analysis (MTA)**
- **Reliability, Availability & Maintainability (RAM) Analysis**
- **Reliability Centered Maintenance (RCM)**
- **Maintenance Planning & Management**
- **Technical Data Management & Product Data Management**
- **Configuration Management**
- **Sustaining Engineering**
- **Product Support Management**
- **Supply Chain Management (SCM)**
- **Life Cycle Sustainment Planning**
- **Product Support Business Case Analysis**
- **O&S Cost Estimating, Budgeting & Execution**

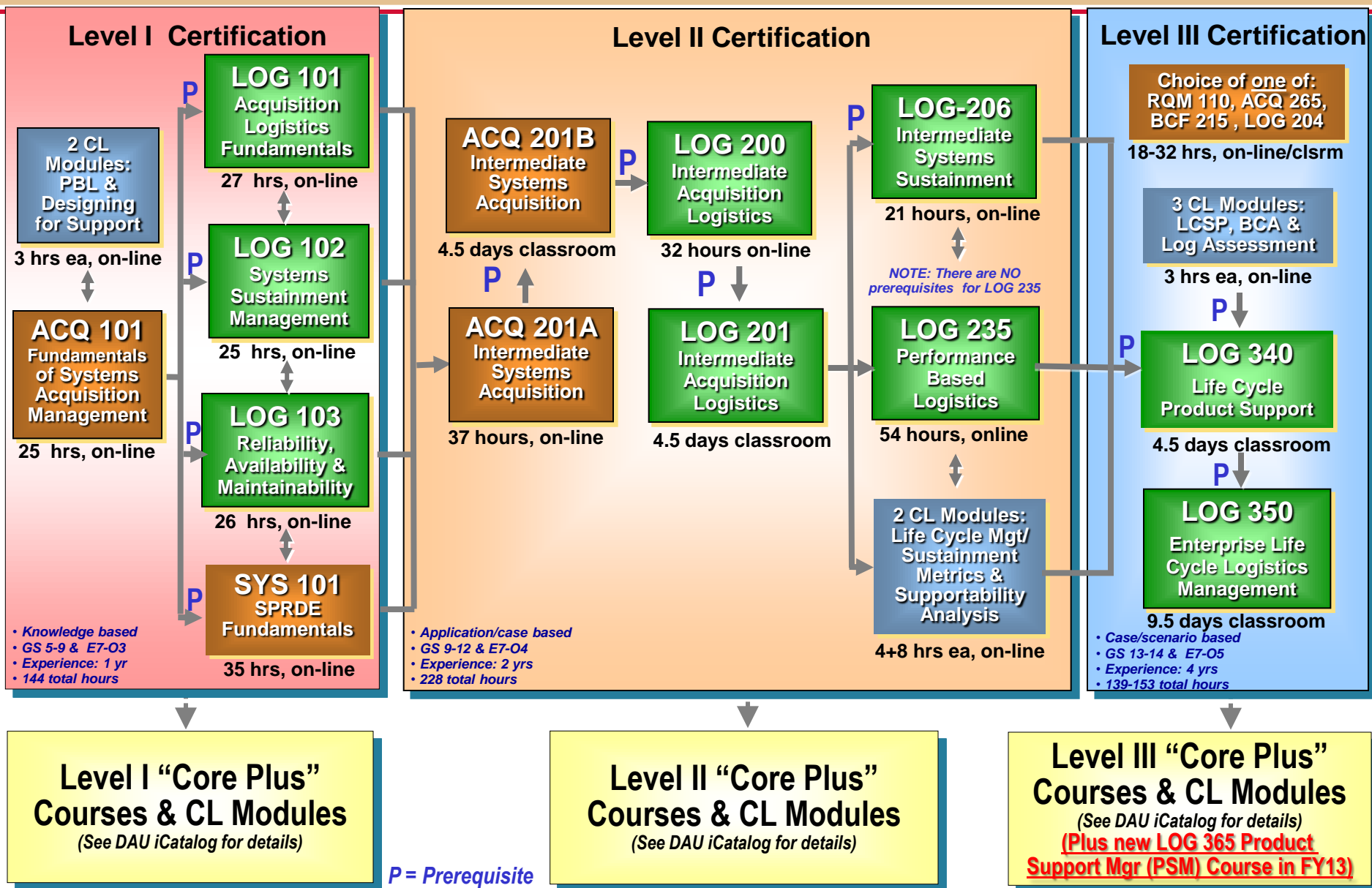
A green, cloud-like graphic with a black outline and a drop shadow. It contains the text "With increased attention to affordability..." in a bold, black, sans-serif font.

With increased attention to affordability...

***Driving Greater Interdisciplinary Integration of Learning Assets,
Particularly with SPRDE & BCEFM Communities***

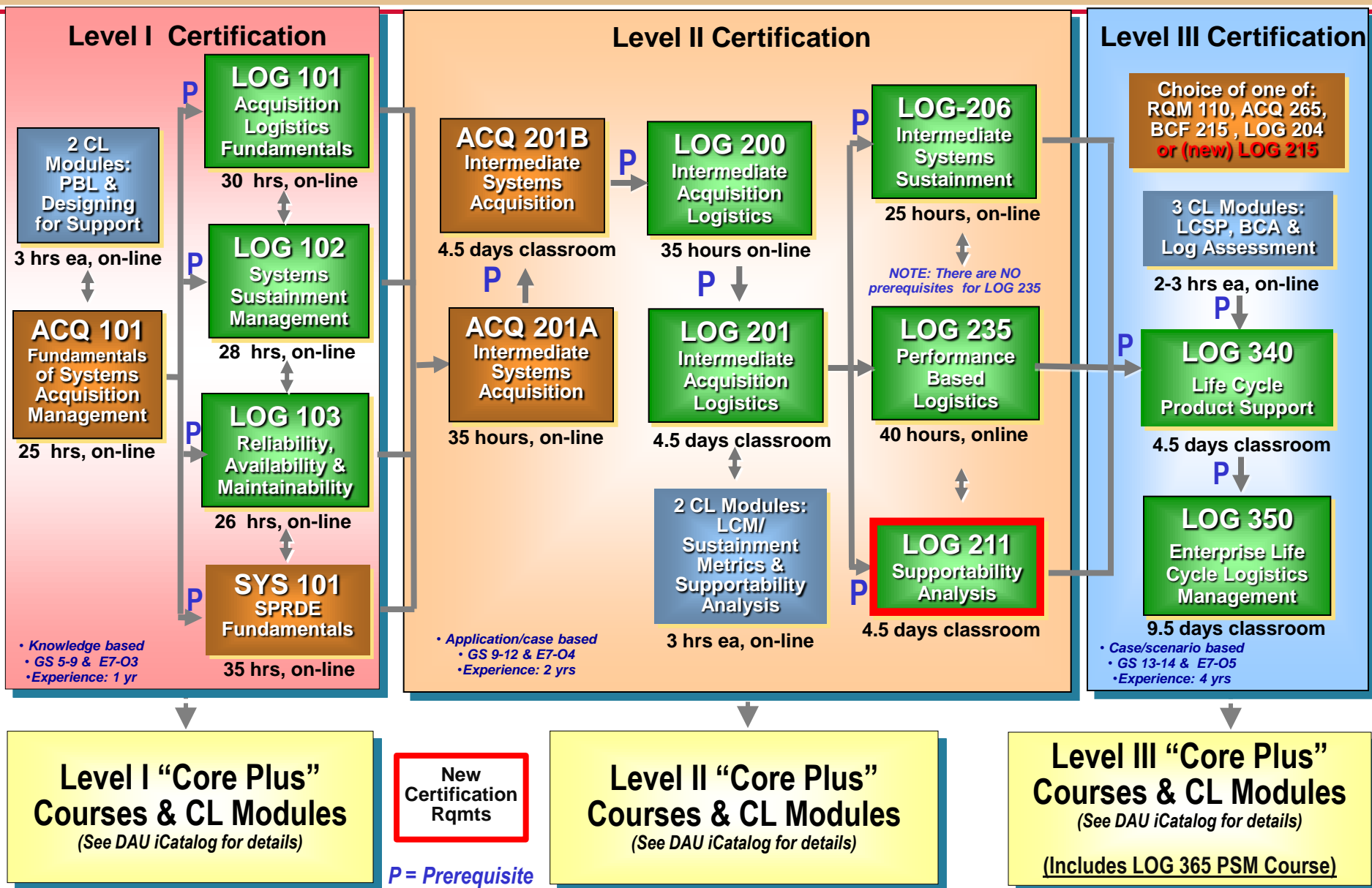


FY12-13 Life Cycle Logistics Certification Training





FY14 Life Cycle Logistics Certification Training





40 Life Cycle Logistics Continuous Learning Modules Available



Module	Title
CLL001	Life Cycle Management & Sustainment Metrics
CLL002	Defense Logistics Agency Support To The PM
CLL003	Supportability Test & Evaluation
CLL004	Life Cycle Logistics for the Rest of Us
CLL005	Developing a Life Cycle Sustainment Plan (LCSP)
CLL006	Depot Maintenance Partnering
CLL007	Lead-Free Electronics Impact on DoD Programs
CLL008	Designing for Supportability in DoD Systems
CLL011	Performance Based Logistics (PBL)
CLL012	Supportability Analysis
CLL013	DoD Packaging
CLL014	Joint Systems Integrated Support Strategies
CLL015	Business Case Analysis (BCA)
CLL016	Joint Logistics
CLL017	Introduction to Defense Distribution
CLL018	Joint Deployment Distribution Operations Center
CLL019	Technology Refreshment Planning
CLL020	Independent Logistics Assessments (ILA)
CLL022	Title 10 Depot Maintenance Statute Overview
CLL023	Title 10 USC 2464 Core Statute Implementation
CLL024	Title 10 Limitations on the Performance of Depot Level Maintenance (50/50)

Module	Title
CLL025	Depot Maintenance Interservice Support Agreements (DMISA)
CLL026	Depot Maintenance Capacity Measurement
CLL029	Condition Based Maintenance (CBM+)
CLL030	Reliability Centered Maintenance (RCM)
CLL032	Preventing Counterfeit Parts from Entering the DoD Supply System
CLL034	US Army SSN-LIN Automated Management & Integrating System (SLAMIS)
CLL043	Green Logistics: Planning for Sustainability
CLL054	Joint Task Force Port Opening (JTF-PO)
CLL055	Joint Deployment & Distribution Metrics Framework
CLL057	Level of Repair Analysis (LORA) - Introduction
CLL058	Level of Repair Analysis (LORA) - Theory & Principles
CLL119	Technology Refreshment Implementation
CLL120	Introduction to the DoD Shelf Life Program
CLL201	DMSMS Fundamentals
CLL202	DMSMS Executive Course
CLL203	DMSMS Essentials for DLA
CLL204	DMSMS Case Studies
CLL 205	DMSMS for Technical Professionals
CLL206	Parts Management Executive Overview

New Life Cycle Logistics

Continuous Learning Module Development

Status	Priority	Module	Title
In Programming	1	CLL036	Product Support Manager (PSM)
In Programming	2	CLL 033	Logistician's Responsibilities during Tech Reviews
In Programming	3	CLL 056	Sustainment of Software Intensive Systems
Content in Development	4	CLL039	Product Support & Sustainment Requirements Identification
Content in Development	5	CLM052	Technical Data Rights Strategies
Content in Development	6	CLL042	Supportability Analysis Techniques, Procedures & Tools
Content in Development	7	CLL041	Life Cycle Cost Analysis Tools
Content in Development	8	CLL040	Business Case Analysis (BCA) Tools
Content in Development	9	CLL062	Counterfeit Prevention Awareness
Planning Underway	10	CLL048	Product Support of Systems Acquired Through Rapid Acquisition
Planning Underway	11	CLL059	Sustaining Engineering
Planning Underway	12	CLL035	O&S Cost Estimating for the Product Support Manager (PSM)
Content in Development	13	CLL046	Twelve Integrated Product Support (IPS) Elements
Planning Underway	14	CLL047	Better Buying Power for the Product Support Manager
Planning Underway	15	CLL028	Establishing & Sustaining Core (Depot) Logistics Capabilities
Planning Underway	16	CLL044	Retrograde, Reset, & Recapitalization
Planning Underway	17	CLL021	Product Support Arrangements (PSA)
Content in Development	18	CLL037	DoD Supply Chain Fundamentals
Planning Underway	19	CLL051	System Retirement, Reclamation, Demilitarization & Materiel Disposition
Planning Underway	20	CLL045	Earned Value Management (EVM) for the Logistician



Sec 805 PSM Responsibilities

PSM References & Resources: <https://acc.dau.mil/psm>

- **A product support manager for a major weapon system shall-**
 - develop and implement a comprehensive product support strategy for the weapon system;
 - conduct appropriate cost analyses to validate the product support strategy, including cost-benefit analyses as outlined in Office of Management and Budget Circular A-94;
 - assure achievement of desired product support outcomes through development and implementation of appropriate product support arrangements;
 - adjust performance requirements and resource allocations across product support integrators and product support providers as necessary to optimize implementation of the product support strategy;
 - periodically review product support arrangements between the product support integrators and product support providers to ensure the arrangements are consistent with the overall product support strategy; and
 - prior to each change in the product support strategy or every five years, whichever occurs first, revalidate any business-case analysis performed in support of the product support strategy.

***“The PSM must be designated in the Life Cycle Logistics position category”
and “PSM positions for all major weapon systems must be certified
at DAWIA Level III in the Life Cycle Logistics career field...” -- DTM 10-015***



Product Support Assessment Products: Integrated Suite of Guidance, Policy, Tools & Training





Targeted New Product Support and Product Support Manager (PSM) Resources

Available Now

- Product Support Policy, Guidance & Tools Repository (<https://acc.dau.mil/productsupport>)
- PSM Rapid Deployment Training (RDT) (<http://www.dau.mil/images/Pages/RDT.aspx>)
- PSM Reference Repository on DAU Logistics Community of Practice (<https://acc.dau.mil/psm>)
- Product Support Manager's (PSM) Guidebook (<https://acc.dau.mil/psm-guidebook>)
- Business Case Analysis (BCA) Guidebook (<https://acc.dau.mil/bca-guidebook>)
- Logistics Assessment (LA) Guidebook (<https://acc.dau.mil/la-guidebook>)
- Life Cycle Sustainment Plan (LCSP) Outline/Template (<https://acc.dau.mil/lcsp-outline>)
- LOG 340 "Life Cycle Product Support" Course
- Enhanced LOG 350 "Enterprise Life Cycle Logistics Management" Course

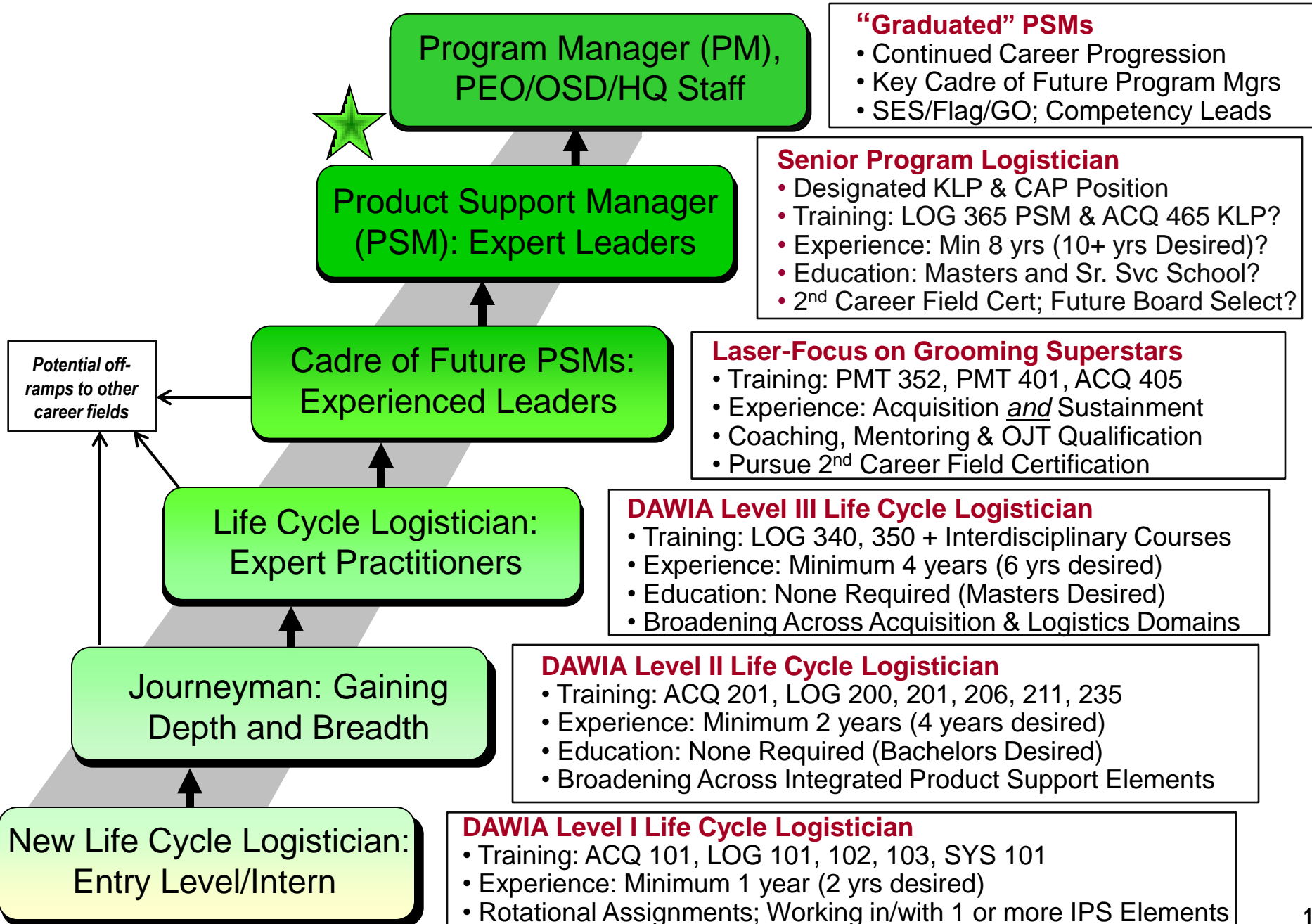
Available Soon

- Updated DoDI 5000.02, Containing Sustainment-Focused Enclosure 13
- Integrated Product Support (IPS) Element Guidebook
- Web-based Product Support Manager (PSM) Toolkit
- CLL 036 "PSM Fundamentals" Continuous Learning Module
- Cost Assessment & Program Evaluation (CAPE) O&S Cost Estimating Guide
- DoD O&S Cost Management Guidebook

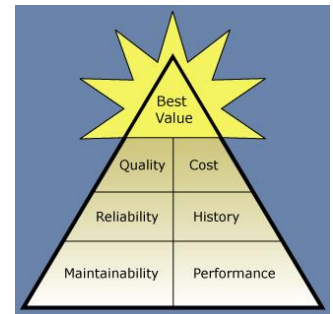
Available in the Future/Proposed

- Joint Service Product Support Wall Chart
- Post-Level III LOG 365 Product Support Manager's Course

Developing World-Class PSMs: A Notional Professional Development Ladder



- **Life Cycle Logistics Career Field Transformation Phase 2 Underway**
- **Similarly Robust Transformation of DAU Learning Assets In Progress**
- **Competency-Based, Outcome Focused**
- **Close Alignment with Key Stakeholders**
- **Cross-functional/Interdisciplinary Integration**
- **New Learning Assets to Support Product Support Manager (PSM)**
- **Addresses Key Product Support & DAU Leadership-Directed Imperatives**
- **Back-to-Basics Focus on Foundational Shared Technical Competencies**



BACKUP SLIDES





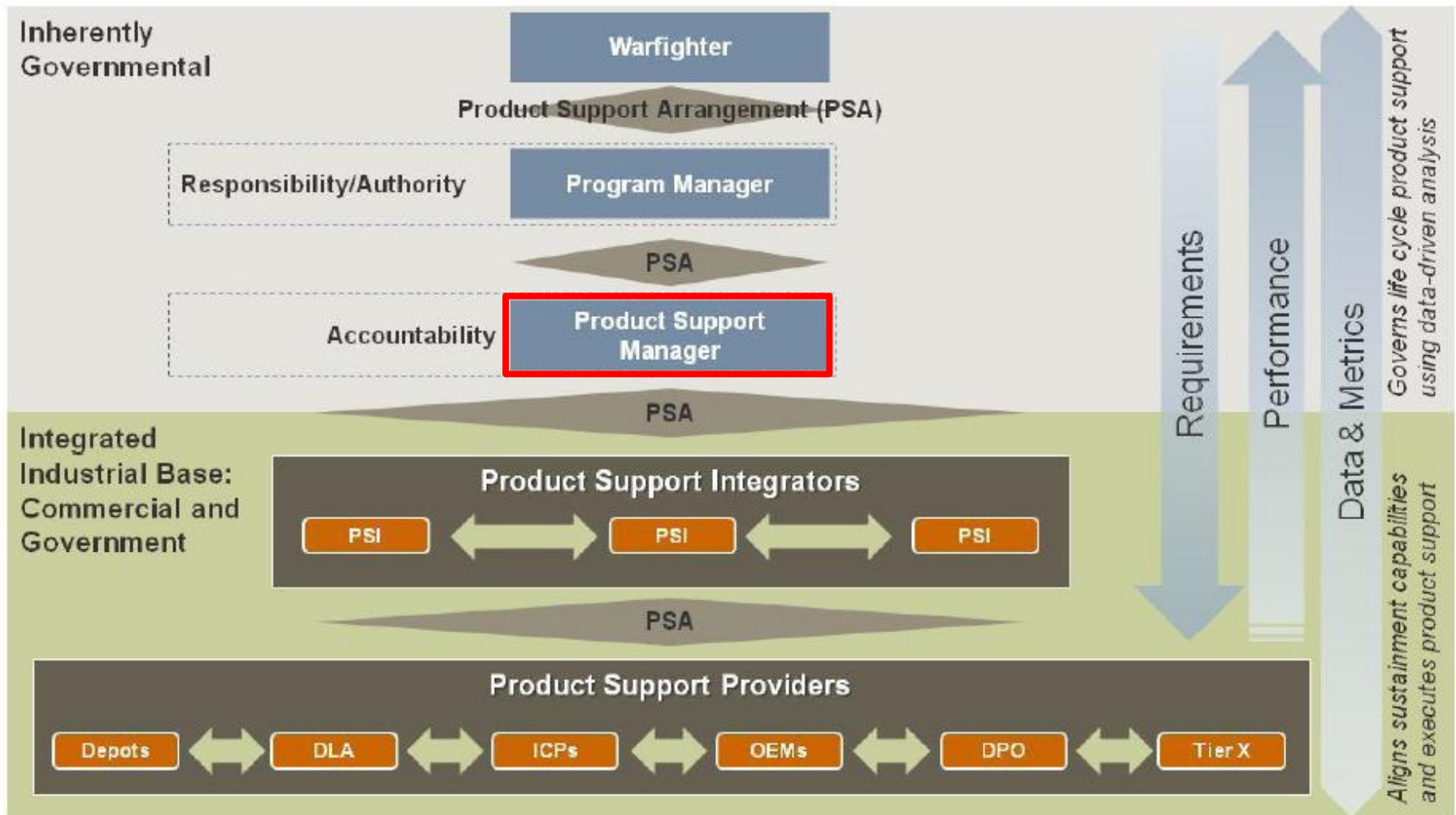
FY10 NDAA Section 805

Product Support Manager (PSM)

- Congress passed, and President Obama signed FY10 National Defense Authorization Act (NDAA) into law (Public Law 111-84), Oct 2009
- The legislation contained a provision in Sec 805 entitled “Life Cycle Management and Product Support” requiring:
 - the Secretary of Defense issue comprehensive guidance on life-cycle management and development/implementation of product support strategies for major weapon systems;
 - each major weapon system be supported by a product support manager (PSM); and
 - each PSM position be performed by a properly qualified member of the armed forces or full-time employee of the Department of Defense

“The Secretary of Defense shall require that each major weapon system be supported by a product support manager...” to “maximize value to the Department of Defense by providing the best possible product support outcomes at the lowest operations and support cost.” -- *FY10 NDAA, Section 805*

DoD Product Support Business Model (PSBM)



***PSM is the Warfighter's Principle Product Support Agent
Responsible for Incentivizing PSI(s) to Achieve Warfighter Requirements***

Logistics Workforce Transformation Phase I: From Acquisition Logistics to Life Cycle Logistics (2002-2007)

Acquisition Logistics Skills :

- Design for & Develop Support
- Design Influence product design for supportability
- Develop & refine Life Cycle Sustainment Plan
- Establish the support system
- Identify the support
- Advocate the best design alternative
- Influence detailed design
- Support Interdisciplinary Integrated Product Teams
- Foster Test & Evaluation (T&E) of support system
- Minimize Life Cycle Costs
- Acquire system support

Sustainment Skills :

- Support the Design
- Deploy system (includes support infrastructure)
- Implement & Update Life Cycle Sustainment Plan
- Maintain readiness
- Improve sustainability
- Provide the support to the user
- Improve the system and its support
- Modify and upgrade system capabilities
- Minimize Life Cycle Costs
- Performance Based Logistics sustainment strategies
- Revalidate and iteratively update BCAs
- Proactively mitigate obsolescence & DMSMS
- Plan for eventual system retirement & disposal



*The Life Cycle Logistician bridges acquisition & sustainment
by translating Warfighter performance requirements
into tailored product support **spanning the entire system life cycle***